

Influence of the Employee Empowerment Towards the Employee Performance Through Working Motivation in the Office of Komisaun Funsau Públika, Dili Timor- Leste

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ABSTRACT

The research aimed to analyze and describe the influence of employee empowerment towards employee performance, influence of working motivation towards working performance and influence of employee empowerment towards performance through working motivation. This research included in the type of casual associative. The population of this research is with the total of 195 people. The technique sampling that is using census method where the sample that is taken from the all employees as research sampling. The research local is conducted at Komisaun Funsau Publiku, Dili Timor Leste. Data gathering method used questioner. The data analysis used Partial Least Square (PLS). The research result showed that the employee empowerment significantly influenced towards employee performance, motivation variable significantly influenced towards employee performance and Work motivation is able to mediate the influence of employee empowerment on employee performance.

KEYWORDS: Employee Empowerment, Motivation, Working Performance

I. INTRODUCTION

Globalization Era has put forward transparency and human rights demand. None of the country that is exempted from the given progress. All the country, especially developing country, facing different new challenges that brings consequence towards changes and progress that will influence the life of human being. Human resource problem still become spotlight and focus for the company to be existed in the globalization era. Human resource has primary role in every activity of the company. Although it is supported by facilities and infrastructure as well as overwhelming resources, but without the support of human resource that relies on activity of the company will not be accomplished effectively.

Human resource is one of the components that exists in an organization besides *machine, money, materials, methods, and market*. According to Notoatmodjo (2003), "An agency must be supported by qualified human resources because human resource is very important in the realization of the business or activity in the given agency." Based on that idea, human resource is important thing in an organization because its role as the subject of policy implementation and operational activity of an organization. Therefore, organization needs human resource in this case employee that has higher working

performance. Where working performance of the employee that is high or good can be considered as one of the basic factors for the dimension of the success of an organization in achieving its objective.

One of the factors that can influence the working performance of the employ is employee empowerment. According to Judge as cited by (Siallagan, 2014, p. 260) said that empowerment besides the influence towards working performance improvement, also can cause the employee to have motivation for accomplishing the task or leaving the organization. Individual that has satisfaction with the job has the tendency to maintain in the organization, whereas individual that is boring with to job will choose to leave the organization.

According to (Sedarmayanti, 2011) human resource empowerment is a business activity for more empowerment "human power" through progress and development of human itself, including ability, faith, policy, and responsibility and activity implementation framework of an organization for increasing working performance as expected. Moreover, according to (Alwi, 2001, p. 59), empowerment is an art in the process of supporting employee to do the job optimally. The empowerment is not enough only with the ability development and providing opportunity to do, but the empowerment also has connection with values.

Beside the employee empowerment, one of the factors that is also important in the development of employee working performance is working motivation. According to Churchill, Ford, Hartley and Walker in (Siallagan, 2014) has identified besides empowerment variable, motivation also a factor that can influence working performance. Good motivation gives working condition that is possible.

Working motivation in a company or agency with the objective to motivate employee in order to be more effective in the working implementation in achieving objective and optimal result. The implementation of the working motivation emphasizes human factor in the implementation of the activity that is work. Because employee is one of the determinants of the success of an organization therefore employee must have motivation to increase their working productivity and working productivity will be achieved when they have complete attention towards the task.

Motivation is something that causes and supporting human attitude in order to be able to be diligent and enthusiasm to achieve something that is maximal (Hasibuan, 2010). Based on that definition it is clear to see that motivation support human enthusiasm. The enthusiasm of the employee will be maximal in the job meaning working performance of the employee maximally increased. Motivation is the availability of producing higher effort towards the objective of the organization that is conditioned through effort ability to respond individual necessity.

Empowerment and motivation are tools that is created by the company as a stimulation in increasing working performance of the employee. The employee will show all the potentials in themselves through empowerment and motivation as improving performance in the work. Working performance of the employee can be measured through their contribution towards company, therefore; with existing empowerment and motivation can influence the employee.

Primary observation at *Komisaun Funsauun Publika*, the author observed that in the realization of the given task from the superior to the subordinators, the employee has high responsibility, diligent in working and have intrinsic motivation in accomplishing the given task. Besides that, employee also have working experiences in each of the area and professional in working development in the given institution. However, employee having les extrinsic motivation from their superior in the accomplishment of the work. Minimal training for increasing the ability or skill of the employee, there is no award to highly performed employee and also less available opportunity and time for career promotion for the highly performed employee and the dedication for the institution. Therefore, these things have influence towards working performance of the employee that about to decrease from time to time and also has an

impact towards the effectivity of the task and the function of the administration at *Komisaun Funsau Públika*. There are also objectives to be achieved in this research: 1). To know the influence of employee empowerment towards working performance of the employee at *Komisaun Funsau Públika, Dili Timor Leste*, 2). To know the influence of working motivation towards working performance of the employee at *Komisaun Funsau Públika, Dili Timor Leste*, 3). To know indirect influence of employee empowerment towards working performance through working motivation *Komisaun Funsau Públika, Dili Timor Leste*.

II. LITERATURE REVIEW

A. Definition of Employee Empowerment

Empowerment meaning to enable, give opportunity (to allow), and to permit that can be defined by self-initiative also triggered by other people. Employee empowerment meaning enable and give opportunity to employee to do the functions of management in the scale that can be their responsibility, it can be individual or group (Mulyadi, 2000, p. 103).

Whereas according to Khan in Suswatno and Priansa, as cited by Arifin, (Arifin, Hamid, & Hakam, 2014, p. 3) explained empowerment as the relationship between personal who has developed confidence between staff and management. Whereas, according to (Kadarisman, 2009), empowerment is something to increase ability, knowledge, and skill as well as other potentials of the employee.

B. Deefinition of working motivation

Motivation is attitudinal activity that works in responding to the necessities needed (Fahmi, 2012, p. 143). According to Pamela, motivation is a series of attitude and values that influence individual in order to achieve something that is specific according to individual objective, in (Sari & Candra, 2020, p. 226). Whereas Robins in (Triatna, 2015, p. 84) defined motivation as availability to produce higher level effort for the objective of the organization that is conditioned through effort ability in responding to the individual necessities.

Motivation can be concluded as something from heart of each of the people to or achieve any objective. Motivation also can be said as planning or willingness towards success and preventing life failures. Motivation is important because motivation makes people work diligently and enthusiastically achieve optimal result.

C. Definition of Working Performance of the Employee

Working Performance is a result got from an organization although that organization is profit oriented or nonprofit oriented that is done during a certain period of time. Amstrong and Baron in (Fahmi, 2011, p. 2) said that performance is a working result that has strong relationship with organizational strategies objective, consumer satisfaction and economy contribution. Employee performance is a working result that can be achieved by each individual or group o people in an organization, according to each policy and responsibility, in order to achieve objective of the organization legally, without any misleading according to moral and ethical.

Whereas according to Mathis and Jackson in (Arifin, Hamid, & Hakam, 2014) performance basically is what is done or not done by employee. Performance of the employee is the one has influence number of them that give contribution to an organization namely include: output quantity, output quality, period of time output, presence in the workplace, cooperative attitude.

D. CONCEPTUAL FRAMEWORK AND HYPOTHESIS

Conceptual framework is a relationship between one or more concept towards other concept from the problem that will be researched. Based on different theories and different research results before that have described so the researcher can describe the conceptual framework that has relationship among empowerment variable (X1), Working Motivation (Y1), and Employee performance (Y2), there is also conceptual framework in research can be seen in the following figure:

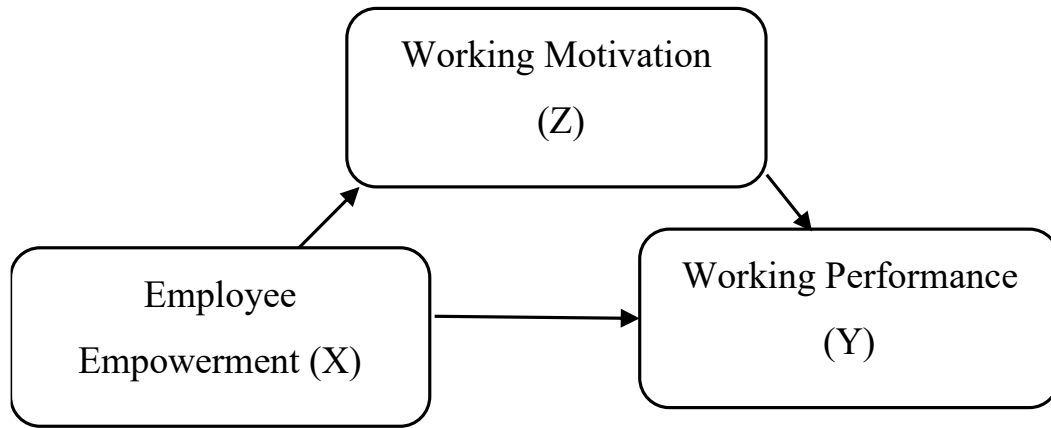


Figure 1. Conceptual Framework

Based on the above conceptual framework, so hypotheses in this research are as the following:

H₁: Employee empowerment has significant influence towards working performance of the employee at *Komisaun Funsau Públika, Dili, Timor Leste*.

H₂: Working motivation has influence significantly towards working performance of the employee at *Komisaun Funsau Públika, Dili, Timor Leste*.

H₃: Working motivation mediates influence of empowerment towards employee performance at *Komisaun Funsau Públika, Dili, Timor Leste*.

III. RESEARCH METHOD

This type of research is quantitative research with casual associative research method. This research conducted at *Komisaun Funsau Publik, Dili, Timor Leste*. Population in this research with the total of 196 people. Sample in this research with the total of 196 employee with the use of Saturated Sampling. Data gathering method in this research using questioner with Linkert Scale (5 Scale). This research has tested instrument validity and reliability also using Structural Equation Analysis (SEA) variant based that simultaneously can be done measurement model testing including structural model testing at once.

IV. RESULT AND DISCUSSION

A. Items' Reliability

Items' reliability result done with the comparison of outer loading values. If outer loading value > 0.50 so the item is reliable. This result can be seen in the following table:

Table 1. Outer Loadings

Variable	Indicator/Item	Outer loading
Employee Empowerment (X)	Meaning (X ₁)	0.665
	Meaning (X ₂)	0.810
	Competence (X ₃)	0.890
	Competence (X ₄)	0.884
	Self determination (X ₅)	0.889
	Self determination (X ₆)	0.668
	Impact (X ₇)	0.763
Working Motivation (Z)	Need for Achievement (Z ₁)	0.550
	Need for Achievement (Z ₂)	0.559
	Need for Power (Z ₃)	0.798
	Need for Power (Z ₄)	0.817
	Need for Affiliation (Z ₅)	0.747
	Need for Affiliation (Z ₆)	0.864
Working Performance (Y)	Working Performance (Y ₁)	0.936
	Working Performance (Y ₂)	0.866
	Contextual Performance (Y ₃)	0.922
	Contextual Performance (Y ₄)	0.884
	Adaptive Performance (Y ₅)	0.867
	Adaptive Performance (Y ₆)	0.935

The above data table showed that all outer loading values have > 0.50 , so that can be concluded all indicators that have complied reliability criteria, thus indicator for all variable has not eliminated from the model.

B. PLS-SEM Analysis

The Table 2 shows all hypotheses results, while the Figure 2 represents the PLS-SEM results of this study.

Table 2. Hypotheses Results

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Observation
Employee Empowerment -> Employee Performance	0.785	0.786	0.033	23.758	0.000	Accepted
Working Motivation -> Employee Performance	0.380	0.379	0.083	4.585	0.000	Accepted
Employee Empowerment -> Working Motivation -> Employee Performance	0.299	0.297	0.063	5.960	0.000	Accepted

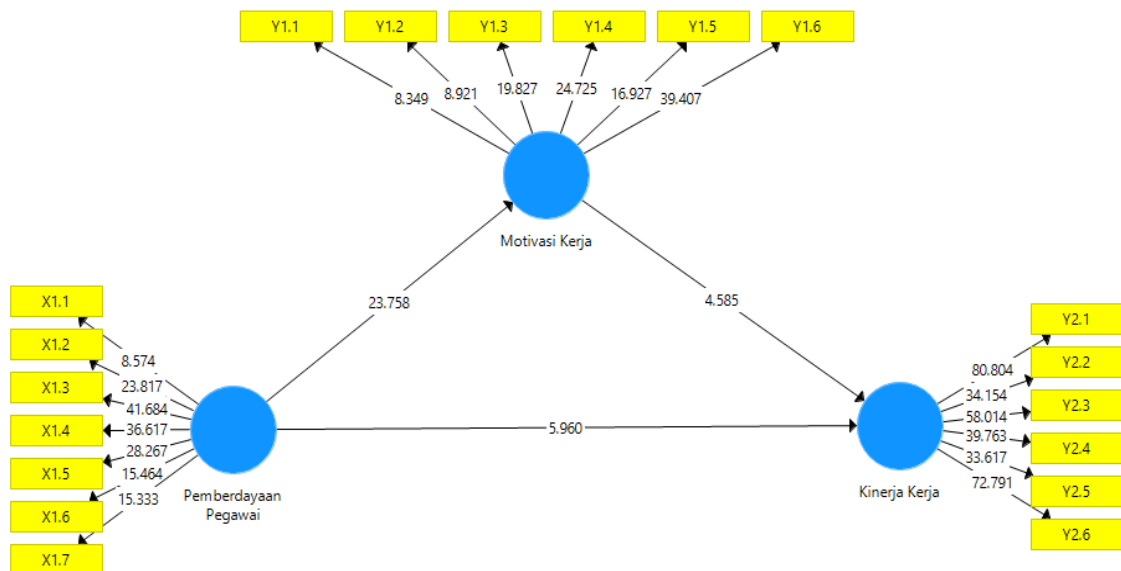


Figure 2: Path Analysis Model

V. DISCUSSION

A. Employee Empowerment towards Working Motivation

Result of hypothesis test in this research is evident that empowering employee positively and significantly influenced towards working motivation. This result indicated that when employee empowerment higher therefore performance of the employee at *Komisaun Funsau Publika, Dili Timor-Leste* will be increased and *vice versa*, the lower the employee empowerment therefore the performance of the employee at *Komisaun Funsau Publika, Dili Timor-Leste* will be decreased. Another word that employee empowerment that is in perception of the respondent through indicator meaning, competence, self-determination and impact can increase working motivation of employee at *Komisaun Funsau Publika*.

Empirically, this research result is in lined with the research conducted by Anuraga, *et.all*, (2017) that explained that empowerment influenced positive significant towards working performance of the employee. The same thing as reveled by (Putri & Ardana, 2016) empowerment employee significantly has positive influence towards performance of the employee. Permana, *et.all*, (2019). Aside from that, resert result from (Setyawan, 2020) showed that empowerment influenced positively teacher performance. Another result found by (Supriyono, 2020), that empowerment directly influenced positively and significantly towards performance.

B. Working Motivation towards Performance of the Employee

Research result showed that motivation has influenced positively and significantly towards working performance of the employee meaning when the motivation is higher therefore working performance of the employee at *Komisaun Funsau Publika, Dili* will be increased and vice versa, the lower the motivation therefore working performance of the employee at *Komisaun Funsau Publika* will be decreased. This is because motivation is an important part of the work. An employee who has got leadership position must have higher motivation as well as able to focus and have an effort to influence and supporting employee in order to implement the task well.

Empirically, research result is in lined with the research conducted by (Sari & Candra, 2020) discovered that from partial test there is positive influence significantly between working motivation towards performance. Research result from (Rubiyanto, 2019), showed that motivation has positive influence towards performance of the employee, it is can be interpreted that when motivation is higher, therefore performance of the employee is higher. This research result is supported by the research of (Setyawan, 2020), the analysis result and discussion indicated that motivation influenced positively towards performance of the teacher.

C. Working motivation mediates influence of empowerment towards employee performance

Hypothesis test result said that “empowerment influence positively and significantly towards performance and working motivation as intervening variable”. In the hypothesis test, this research discovered relationship of empowerment with working motivation is significant. That is also the relationship of working motivation with performance is significant. Because the two ways of empowerment towards performance of the employee at *Komisaun Funsau Publika, Dili Timor-Leste*.

Empirically, this research result is in lined with the research conducted by (Fahlefi, 2020) said that motivation can mediate the influence of empowerment towards performance, this showed that empowerment with mediated motivation will be increasing performance. Another research result discovered by Lestari, *et.all*, (2021) said that working motivation has involved in mediating empowerment and performance.

VI.CONCLUSION AND SUGESTION

A. Conclusion

Based on the result analysis and discussion of the data therefor some of the conclusion is drawn as following:

Employee empowerment influenced significantly towards performance of the employee that can be seen through indicator meaning, competence, and self-confidence.

Working motivation revealed through indicator Need for Achievement, Need for Power, and Need for Affiliation has influenced significantly towards working performance of the employee at *Komisaun Funsau Publika Dili*.

Working motivation able to mediate the influence of empowerment employee towards working performance of the employee. This can be interpreted that there is working motivation of the employee that is optimal will support the influence of empowerment of the employee towards performance of the employee at *Komisaun Funsau Publika, Dili Timor-Leste*.

B. Suggestion

There are numerous suggestions that are needed to be considered in this research are as the following:

- Increase the motivation toward employee by giving career promotion system for acknowledging the achievement of the performance.
- Maintaining the performance by always giving attention towards employee and giving motivation as well as giving confidence that they can accomplish the given task effectively.
- The leader give example towards employee about attitude, time, and administration so it can motivate employee in improving their performance. Also, there must be availability of top management in providing policy to employee in making decision regarding the job that has become the responsibility of the employee.
- Empowerment employee has positive influence and significantly towards performance of the employee, so it is suggested to the institution to maintain the empowerment employ policy through giving opportunity to employee in the working involvement. Increase confidence of superior to subordinators.
- The researcher continuously expected to develop more references that have relationship with the variable of the research, including the consideration of the variables that influence the performance.

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